

## POTH 640: ROLE-EMERGING MANAGEMENT

**Credits:** 3

**Course coordinator/Instructor:** Barbara Shankland, MSc, OT (C), erg.  
Office: Hosmer House, room 307  
514-398-4400 x1631  
barbara.shankland@mcgill.ca

### **Access to the Instructor:**

Office hours are by appointment. Please email to make appointment.

**Course Location:** Davis B6

**Course Times:** Tuesdays and Thursdays from 2:35pm until 4:55 pm

**Course Description:** This course is designed to incorporate business administration and management principles as it pertains to the health field to support entrepreneurial, professional practice both in the public and the private sector. It incorporates an understanding of organizational and change theory, human and fiscal resource planning, team building as well as marketing and entrepreneurial strategies. These skills and behaviours in administration and management are developed and refined with experience gained following graduation, and are not expected to be well developed in the entry-level practitioner.

Thus, the skills and behaviours anticipated in the new graduate will involve knowing where and how to obtain the supports, mentoring and resources to fulfill the responsibilities related to administration and management functions which may be required in the work situation. Life-long learning in the area of administration/management is an anticipated outcome balancing cost-effective, innovative services delivered according to ethical and legal guidelines providing optimal client outcomes within the changing healthcare landscape.

The goal of this course therefore is to address practice manager competencies appropriate for the changing roles that the occupational or physical therapy graduate will have in the years to come in order to support career planning and growth. The goal of this advanced elective is to support the development of existing and/or new programs within public institutions, services in the private sector and/or new emerging areas of practice for the rehabilitation therapist. Leadership and communication will be applied through a collaborative business plan project.

**Course Structure:** This elective course completes a 3-course professional sequence that offers students the foundational knowledge and skills for developing, leading and managing rehabilitation services in public, private and/or role-emerging areas of OT/PT practice. The course will be taught for 4-6 hours weekly throughout M1 term B and will consist of seminars, clinical reasoning workshops and site visits to private clinics. Group discussions will be based on selected readings, concepts and specific topics related to the group business plan projects.

**Learning Outcomes:** Building on knowledge of organizational theory, management, health care systems and human resource issues as taught in OCC1546/PHTH570 (POTH563) the student will be able to:

#### Expert/Practice Manager

1. Evaluate system opportunities by performing a needs analysis for strategic program development.
2. Plan, coordinate and assure quality program development including customer satisfaction.
3. Develop a strategic marketing plan.
4. Plan and monitor the effective use of financial resources including identifying various funding sources through application and understanding of basic financial tools and concepts.

#### Change Agent/Advocate

1. Evaluate and analyze the components required to facilitate organizational growth and change

#### Professional

1. Evaluate and reflect on his/her own personal entrepreneurial traits and risk tolerance.
2. Understand the ethical responsibilities of a small business owner.
3. Understand and differentiate the legal structures applicable to small businesses.

#### Collaborator and Communicator

1. Identify, discuss and apply sound human resource management principles including performance appraisal, mentoring and team motivation.

#### Scholarly Practitioner

1. Create and present a credible business plan proposal

## **Course Materials:**

### **Required Texts:**

Richmond, T., and Powers, D. (2004). Business Fundamentals for the Rehabilitation Professional. Thorofare NJ: Slack Inc.

### **Assigned Readings (TBA)**

**Copyright of course materials:** Instructor generated course materials (e.g., handouts, notes, summaries, exam questions, etc.) are protected by law and may not be copied or distributed in any form or in any medium without explicit permission of the instructor. Note that infringements of copyright can be subject to follow up by the University under the Code of Student Conduct and Disciplinary Procedures.

### **Student Assignment and Evaluation:**

Individual marketing pamphlet	20%
Individual Critique of Class business plans	15%
Group Clinic projects	30%
Group business plan presentation	35%

A detailed description of these evaluations will be provided as part of the course schedule on the first day of class.

**Special Requirements for Course Completion and Program Continuation:** This course comprises of both individual and group evaluation components and each student must achieve a passing grade of B- (65%) in each of these components, as well as in the overall course, in order to receive a passing grade for the course.

This course falls under the regulations concerning individual and group evaluation. Please refer to the section on marks in the Rules and Regulations for Student Evaluation and Promotion.

**Plagiarism/Academic Integrity:** McGill University values academic integrity. Therefore, all students must understand the meaning and consequences of cheating, plagiarism and other academic offences under the Code of Student Conduct and Disciplinary Procedures (see [www.mcgill.ca/students/srr/honest/](http://www.mcgill.ca/students/srr/honest/) for more information).

**Right to submit in English or French written work that is to be graded:** In accord with McGill University's Charter of Students' Rights,

students in this course have the right to submit in English or in French any written work that is to be graded, except in courses in which acquiring proficiency in a language is one of the objectives.

**Attendance:** Students are expected to attend every lecture. Attendance is compulsory for all group presentations.

**Consequences of not completing assignments as requested:** Late submissions will be penalized 5% per day, including weekends.

**Professional Conduct:** Professionalism and accountability are expected throughout the course of the semester. This includes the on-going respectful nature of teacher-student as well as student-student interactions.

**Disability** If you have a disability please contact the instructor to arrange a time to discuss your situation. It would be helpful if you contact the [Office for Students with Disabilities](#) at 514-398-6009 before you do this.

**Dress Code:** Professionalism with respect to dressing is encouraged throughout the course of the semester. It is each student's responsibility to have appropriate attire during all class assignments and learning activities.

**Technology in Class:** Your respectful attentive presence is expected, therefore while you are permitted to use your laptop in class, it is understood that you will not be using your laptop or cell-phone for social purposes during class time (e.g. email, msn, sms). Your cell phone should be on silence during class time and phone calls should only take place during the break or after class.

**In the event of extraordinary circumstances beyond the University's control, the content and/or evaluation scheme in this course is subject to change.**